



SFA's Performance Development Process

FACT SHEET

as of September 25, 2000

Why is SFA developing a new Performance Development Process?

SFA leadership has heard from employees over the last 18 months (through SFA's Employee Satisfaction Surveys and Customer Service Task Force efforts) that the current GPAS system is treated as an administrative exercise that does not add value to the employees' career development. The employees have reported that the Performance Appraisal results are not linked to any training or recognition opportunities, and opportunities to receive feedback are only available at two points over the course of the year. In response to these concerns and others, SFA is creating a new, web-enabled Performance Development Process.

The new Performance Development Process will:

- Focus primarily on employee growth and development
- Include an Individual Development Plan (IDP) as a key component for defining and developing skills needed to be successful in the PBO
- Provide opportunity to record constructive and reinforcing continuous feedback on employee efforts
- Utilize an easy-to-use, web-based tool that is available anywhere, at anytime, allowing "real-time" feedback and handling of large amounts of data simultaneously
- Align individual and team goals, objectives, and development opportunities to organization goals using an SFA Skill Model and Organization Balanced Scorecard

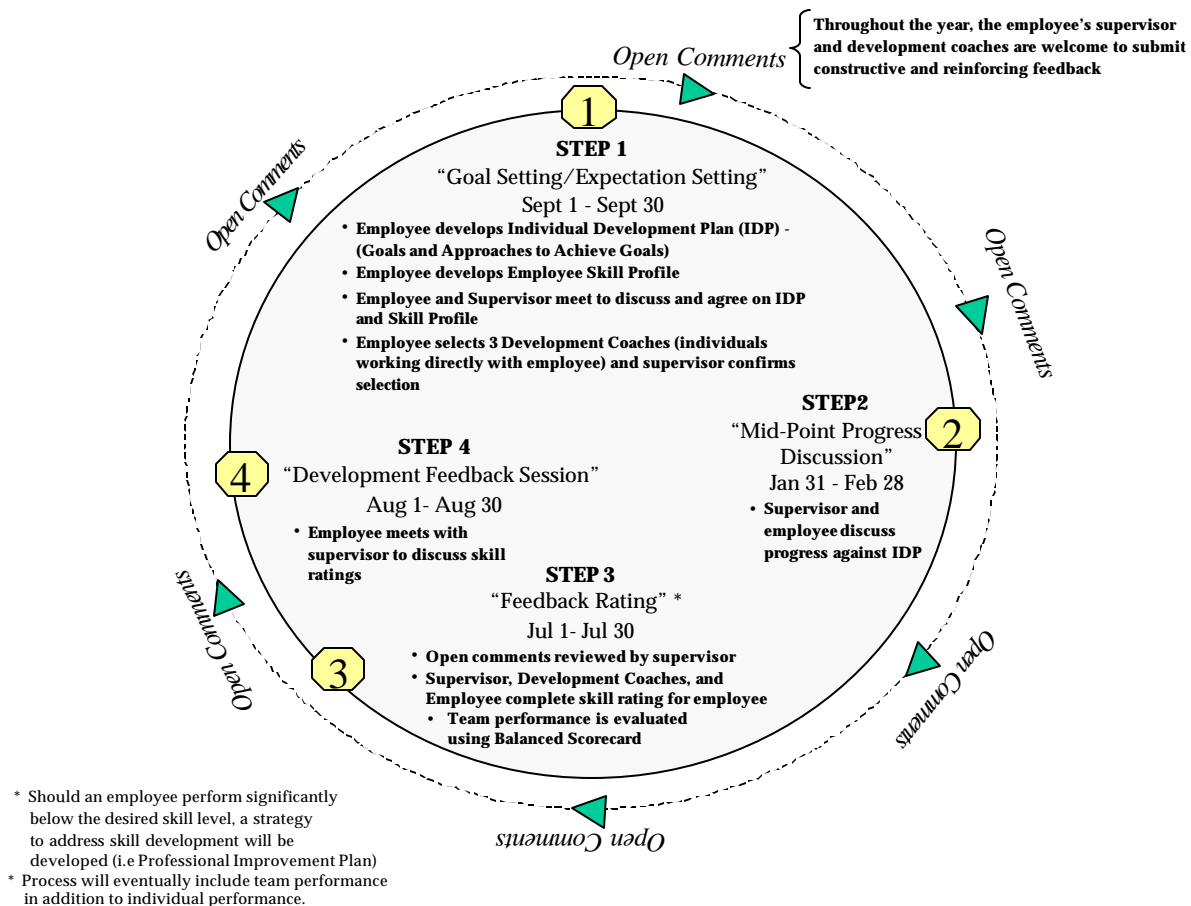
How will the new Performance Development Process benefit employees?

Benefits to employees:

- Define career growth and development opportunities
- Clarify performance expectations relative to team and organization goals
- Provide an opportunity to actively participate in his/her own career development
- Provide a venue for sharing and receiving continuous feedback
- Provide a tool that can be accessed anytime, anywhere and handle large volumes of activity simultaneously



What are the elements of the new Performance Development Process?



Step 1 – Goal Setting/Expectation Setting

Individual Development Plan (IDP) – An annual plan created by the employee that describes the employee’s performance goals and approaches/tactics for achieving such goals, including the way in which the employee will acquire the required knowledge, expertise, and abilities to successfully perform, develop and grow at SFA. The IDP is comprised of two key components:

- Performance Goals – annual goals focused on the employee’s targeted performance outcomes for the year and skill development areas.
- Approaches to Achieve Goals – associated with each goal, the employee will define different approaches or tactics for achieving their goals. These approaches are focused on methods for developing the necessary skills to achieve performance outcomes (e.g. seminars, training courses, learning events, research, etc.)

Employee’s Skill Profile – A composite list of the employee’s professional, managerial, and functional skills (from the SFA Skill Catalog) against which the employee will create his/her Individual Development Plan and receive feedback at the end of the development period.



Human Resources Modernization

An Employee's Skill Profile is composed of three sections:

- **Professional Skills** – the knowledge, expertise and behaviors required of *all* employees to help create the performance-based culture of SFA. All of SFA's Professional Skills will be included in the Employee's Skill Profile, regardless of the employee's role or level in the organization,.
- **Managerial Skills** – outline the knowledge, expertise, and abilities associated with leading and managing SFA. The Managerial Skills are applicable to all Supervisors assigned leadership responsibilities in the organization.
- **Functional Skills** – organized by channel/organization unit, define the knowledge, expertise, and abilities required to successfully perform a *specific* role in SFA. The employee and his/her Supervisor review the Functional Skill list for their organization unit, and select the 6 Functional Skills most relevant to the employee's specific role in the organization.

The employee and Supervisor will agree on the employee's IDP and Skill Profile and ensure the information is documented in the web-based tool. The employee and Supervisor will have on-line, secure access to all information throughout the performance period.

Development Coach Selection - Employees select three Development Coaches (individuals who the employee works with directly) who will record performance and development feedback for the employee in Step 3, "Feedback Rating". The employee will speak with each of these Development Coaches to confirm their willingness to accept the responsibility of a Development Coach. If the individual is a supervisor, one of the Development Coaches will be a subordinate and the other two Development Coaches will be colleagues. If the employee is not a Supervisor, all three Development Coaches will be colleagues. The selection of Development Coaches is made by the employee and confirmed by the employee's supervisor/manager.

Open Comments - This section of the Performance Development Process provides managers and Development Coaches an opportunity for sharing and documenting constructive and reinforcing feedback. This element of the process is focused on capturing feedback throughout the performance year. The comments will be reviewed prior to the Supervisor assigning a formal Rating of Record at the end of the development period.

Step 2 – Mid-Point Progress Discussion

Progress Check – During the discussion to set skill level expectations, the employee and supervisor also re-visit the employee's IDP - goals and approaches to ensure both components are still on target based on the employee's current role and business situation.

Step 3 – Feedback Rating

Open Comments Review – Supervisor reviews all comments that were recorded for the employee throughout the performance year, and uses this information as an input for the formal Rating of Record.

Feedback Rating – Supervisors and Development Coaches record employee performance feedback using the Skill Profile which identifies appropriate skills for the employee's current role. The Supervisor's rating considers the feedback from Development Coaches and is considered the final Rating of Record.

Step 4 –Development Feedback Session

Performance Development Progress Check Discussion – Supervisor and employee meet to discuss the employee's open comments and performance feedback that was submitted in the on-line tool. Using the data from the feedback discussion, the supervisor and employee review the employee's IDP and make any revisions that may be necessary based on identified development opportunities.



Human Resources Modernization

(In addition to individual performance, the new Performance Development Process will ultimately include team performance as well. The organization's balanced scorecard will be base for this performance. SFA Human Resources continues to further consider details for this component.)

Who will use the Performance Development System?

Employees – Employees will use the Performance Development Process to identify professional development opportunities; to better understand performance expectations; and to manage their own career growth and progression in SFA.

Development Coaches – Development Coaches will use the Performance Development Process as a mechanism for providing continuous feedback and 'formal' development support to colleagues.

Supervisors/Managers – Supervisors will use the Performance Development Process as a formal mechanism for providing development support to employees and for aligning the employee's annual performance goals and expectations with the goals of the team, organization unit, and enterprise.

When will SFA implement the new Performance Development Process?

SFA will roll-out Step 1 of the new Performance Development Process, "**Goal Setting/Expectation Setting**", once all necessary reviews and approvals are complete. This date is targeted for early-December.

When/how will SFA employees learn more?

Communications:

- Employee e-mails
- SFA Net
- Inside SFA
- In Step
- Poster campaigns

Job Aide/Training Package:

- Context for change, new process, and step-by-step instructions for using Perform.com
- Distribute to employees in hard-copy
- Send to employees via e-mail
- Posted on-line

Information Sharing/ Performance Support

- Information Sessions* – done Channel by Channel in Headquarters and in all Regions
- "Open House" – practice using Perform.com and one-on-one assistance
- Point of Contact telephone number for questions during completion of Step 1

**PBO Coaches will partner with SFA Human Resources to guide employees through the new process and the use of the web-based tool.*

Note: The communication and information sharing concepts listed above are part of a detailed Communication and Deployment Plan. The Plan depicts vehicles and specific dates for implementation of communications and information sharing activities. (see SFA HR for more details)

SFA Human Resources is committed to doing all they can to provide appropriate performance support throughout the roll-out of the new Performance Development Process. Employees will be encouraged to consult with their leadership and their PBO Coaches for additional one-on-one assistance.